

Appendix A – Action Plan

Ref	Objectives	Lead Role	Partners	Timeline	Measure of Success	2022/23
Objective One: Early intervention for homeless prevention						
1.7	<p>Grow the sustainment package, support with budgeting advice.</p> <p>Ensuring households are in receipt of the correct benefits, signposted to debt services, encouraged into work, training, volunteering or education</p>	RBC Sustainment Team, Magna Carta Lettings, Job centre	Credit Unions CAB Communications Team FUSE	Year 1-5	<p>Customers are provided with a holistic service when approaching for housing advice, this will include detailed advice in the PHP</p> <p>Expand support provided to clients placed through MCL, regular viewings and support for tenant and landlord.</p> <p>Produce leaflets and handouts about how to sustain a tenancy</p> <p>A pathway to assist homeless households into work, training and volunteering is established</p>	<p>All service users who are placed by RBC utilising financial assistance (deposit and rent in advance) have been provided with a settling in package since January 2023, including those placed out of borough.</p> <p>The level of support for clients in Temporary Accommodation has increased with a focus on financial sustainment and has shown a decrease in people in arrears in TA.</p> <p>Sustainment packages will be managed using the new Support Services module to ensure consistent delivery and measurement of outcomes.</p>



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1.8	Improve the availability of good quality, easy to understand information	RBC housing	Homelessness Task Group, communications team	Ongoing	Leaflets and handouts produced Improved and details advice included in PHPs	Package of communication material has been developed and is being produced by Communications Team for roll out from June 2023. E.g. User friendly leaflets for tenants facing possession action, electronic flyers on budgeting, volunteering or getting onto work and looking after your home / life skills Focus on improved Personal Housing Plans (PHP) with clarity on actions to be completed by the service user and their Housing Solutions Officer with timescales as a review determined these were too generic and not being utilised by clients or the case worker as a tool to support clients to improve their housing situation.
1.9	Redesign website to include self-serve tools	RBC housing, ICT	Communication Team	1-3	Updated website to reflect legislative changes, easy to use referral mechanisms for duty to refer and early notification of housing issues Website that provides adviceso that customers can self-serve	Duty to Refer is on the website and is being effectively utilised by appropriate agencies. Work has progressed on the NEC Housing On Line account in preparation for Housing Advice, Homelessness and Allocations to be managed through personal accounts.



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						Tenancy training videos are available on the website and new and TA tenants are directed to them.
1.11	Monitor, review and evaluate data to predict future trends of homelessness	RBC housing	Homelessness Task Group	Years 1-5	Regular data collection through HCLIC and internal reporting mechanisms	Project group to look at levels of Temporary Accommodation to align demand with supply by data driven forecasting.
Objective Two: Ensuring sufficient supply of accommodation						
2.2	Continue to make best use of existing housing stock	RBC housing, policy team, tenancy management			Mutual exchanges Downsizers Reciprocal Improve the perception of IRL to attract active downsizers. (Independent Retirement Living)	Increased support for people downsizing through the Hardship Fund and new Downsizing policy approved with providing incentive payments to free up family size dwellings. Programme of changing 3 bedroom properties with two living rooms to 4 bed ongoing with appraisal when void. Upgrade planned in 2023/24 of all IRL schemes to make them more attractive to downsizers



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2.4	Review nomination agreements and maximise opportunities for future development	RBC housing, policy team, planning	Registered providers	Year 1-5	Regular monitoring of nominations agreements Maximum Affordable Housing achieved in all Section 106 agreements New social housing	Housing work closely with planning to optimise the level of Affordable housing, with units reflecting local need and with a focus on requesting social rent.
2.6	Explore estate regeneration	RBC housing, policy, planning	Registered providers and private developers	Year 1-5	Regeneration started of estates within the borough	Tendered exercise completed and contracted with for a multi-disciplinary Building Consultancy to progress the regeneration of the Parkside area of New Haw
2.8	Expand and develop Magna Carta Lettings	RBC housing, Magna Carta Lettings	Private landlords	Year 1-3	Explore new incentives for landlords to assist tenants such as those without access to a guarantor or 6 months rent in advance. Explore options for those found to be intentionally homeless. Expand the service to get new landlords on board	Rent rises and cost of living issues for tenants dependent on benefit or subject to the cap have resulted in increased difficulty in accessing private sector tenancy offers that are affordable. Reviewing MCL operations, finances and incentives to draw up a new Business Plan during 2023



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2.9	Focus on tenancy sustainment package and improve relationships with landlords	RBC housing, Magna Carta Lettings	Private landlords, Homelessness Task Group, FUSE	Year 1-3	<p>Continue to host landlord forums and events</p> <p>Provide information to landlords of the services we can provide encouraging early notification of issues to sustain tenancies.</p> <p>Introduce tenancy training for tenants and ensure tenants are ready for move on before securing accommodation</p>	<p>Landlord event held in January 2023</p> <p>Tenancy Sustainment is available for all tenants on the managed service or let through MCL</p> <p>MCL tenancies under threat will be dealt with as a prevention duty when issues are identified so that an appropriate action plan can be put in place using our Housing Solutions Officers and MCL sustainment.</p>
2.10	Explore shared ownership housing and access to within the borough	RBC housing, policy team, planning	Registered providers, Help to buy agents	Year 2-5	<p>Explore the opportunity of matching a tenants deposit to buy a home up to a certain limit by way of an interest free loan, Encourage customers to prevent their homelessness by exploring home ownership offers</p>	<p>Awaiting information on the Government new arrangements for shared ownership sale.</p> <p>The cost of purchasing in the borough and Affordable rent payable on the remaining share requires a high annual income.</p>



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2.11	Develop support for rough sleepers	RBC housing, policy, Homelessness TaskGroup, FUSE	Voluntary and community sector partners	Year 1-5	<p>Introduce shared house scheme for single homeless</p> <p>Explore a model of donation point to fund towards FUSE activities.</p> <p>Introduction of access to a shower for rough sleepers</p> <p>Access to food, clothing, health checks.</p> <p>Developing links with charities such as Haircuts4Homeless on a local scale.</p>	<p>Shared houses in operation</p> <p>Advertising or a Navigator to support rough sleepers</p> <p>3 complex needs clients are now placed in the Housing Led properties with support from Transform and RBC Sustainment Team.</p> <p>Vouchers are in use to provide food, travel, instant cash for rough sleepers if needed.</p> <p>Fund for providing other items as needed</p>
2.12	Continue to apply for relevant government funding for new initiatives	RBC housing, policy	DLUHC	Years 1-5	<p>Funding bid submitted for all relevant government funding or other funding streams to improve the homeless service</p> <p>Successful bid achieved and implemented including monitoring of outcomes.</p>	All funding streams have been applied to.



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Objective Three: Partnership working and holistic support						
3.1	Enhanced Personal Housing Plans, incorporating more than just housing advice	RBC housing	Homelessness Task Group, FUSE, health and wellbeing group	April 2019	Enhanced PHPs produced and given to households facing homelessness. These to include information about health, gambling advice, drink, drug and smoking cessation. To include signposting to debt and credit unions and to generally give more information than just housing advice	Done, all plans have these elements as standard, officers are required to identify which issues are present and actively work with the client on these through tailored support and signposting.
3.5	Continue and improve strong partnership relationships	RBC housing, Homelessness Task Group, FUSE	Registered Providers, social service, supported housing providers	Year 1-5	Continue to work together and develop services for the benefit of our mutual client groups Develop new incentives and projects to best meet the needs of households	New Mental Health Hospital Discharge procedure rolled out with training to improve the communication between professionals where mental health and housing are a barrier to a successful discharge Joint project team with RBC and Transform Housing set up to improve referral process, monitoring, timely move on to align properties with suitable clients and improve the turnover of units.



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Objective Four: Meet the needs of those in temporary accommodation						
4.1	Ensure B&B use is minimal	RBC housing, social services	Homelessness Task Group, FUSE	Years 1-5	<p>Set up of shared houses for single people</p> <p>Maintain low levels of B&B usage by earlier intervention to prevent homelessness</p> <p>Ensure efficient move on from B&B to more sustainable housing</p> <p>Assess levels and trends of homeless approaches to ensure appropriate levels of housing are available, both private, social and temporary</p>	<p>High level of B&B use last year, reduced now and shared houses in operation in our stock and with Transform</p> <p>Using more in borough B&B where possible</p> <p>Where we are providing interim accommodation this is done as soon as possible, very low levels of children in B&B,</p>
4.3	Introduce tenancy training and life skills to those in need in TA	RBC housing Sustainment, Benefits	RentStart, Citizens Advice, FUSE	Year 1-3	<p>Explore the opportunity to provide pre tenancy training.</p> <p>Explore the opportunities for online training for tenants to prepare them for a tenancy.</p>	Ongoing, Housing Solutions developing an online tool with certification for applicants



